
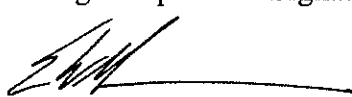


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City of Portland Staff Development and Performance Review Overall Evaluation Form	
Employee Name: Outlaw, Danielle #58095	Manager/Supervisor Name: Mayor Wheeler
Bureau: Police PRNR: 1032354	Classification: Police Chief
Review Period: 09/29/18 to 9/29/19	Anniversary Date: September 29, 2017
Received by Employee Signature/Date:  9/27/19	Manager/Supervisor Signature/Date:  9/27/19

Overall Evaluation by Manager/Supervisor (check off only one category):

- ☒ **Superior:** Performance significantly exceeds the requirements of the job and is among the best in the work unit. Achieves objectives at a superior level and demonstrates exceptional skills and innovation in work performance.
- ☐ **Commendable:** Performance exceeds job requirements in all major areas. Significant work done above requirements. Achieves performance objectives, often beyond expectations.
- ☐ **Effective:** Performance meets job requirements in all-important areas. Performance consistently meets job requirements. Performance objectives achieved as stated.
- ☐ **Needs Improvement:** Performance is below job requirements in one or more important areas and immediate improvement will be required. Performance on one or more skill areas is less than expected and needs improvement. Additional training or learning is required in order for objectives to be achieved.
- ☐ **Unsatisfactory:** Performance is significantly below job requirements in several important areas. Performance in several skill areas is substantially weak. Performance objectives are not met, even under close supervision; thus, termination or reassignment should be considered.

Overall Comments:

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City of Portland Staff Development and Performance Review
Evaluation Sections

Employee Name: **Outlaw, Danielle #58095**

Manager/Supervisor Name: **Mayor Wheeler**

Please Complete Each Section

- I. Objectives for Current Review Period** (when applicable) - these include the primary objectives the employee worked on over the performance year. These are generally non-recurring projects, personal objectives or program developments assigned by the supervisor and discussed with the employee.

Organizational Excellence:

- Implementation of improved training
- Improve internal communications and meetings
- Improve recruiting process

Crime Prevention and Reduction:

- Restructuring of GVRT and Investigations
- Improve use of data
- Decrease use of force

Community Engagement and Inclusion:

- Include community members in internal processes like hiring and training
- Successful implementation of PCCEP
- Track community engagement

- II. Duties/ Responsibilities** - these include the ongoing, key or major functions of the job as defined by the manager/supervisor and provided to the employee. (Resources: job description, classification specification)

- Provide leadership to all PPB employees, both sworn and non-sworn
- Ensure compliance with Settlement Agreement
- Implement shared goals of Organizational Excellence, Crime Prevention and Reduction, and Community Engagement and Inclusion
- Represent the Bureau and the City
- Provide advice and recommendations to the Mayor
- Work to improve the relationship between the Bureau and the Community
- Work with and engage the Council on policy changes needed for the successful management of the Bureau

- III. Competencies** (Enter general comments here and/or use the optional Competencies Worksheet) - these include such areas as job knowledge, initiative, customer service skills, planning and organization for meeting goals and deadlines, cooperation and teamwork, communication, problem analysis, decision-making, quality of work, quantity of work, learning capability, managing change and innovation, attendance and reliability, supervising and motivating employees.

(See also checklist below)

- IV. Employee's Self-Evaluation/ Review** - Incorporate employee comments into prior sections as appropriate. Attach the form employee completed.

V. Summary - an overall assessment of the employee's work performance and accomplishments.

Excels in the area of organizational excellence. Demonstrated ability to take on innovative changes within the Bureau and achieve employee buy-in. Superb representative of the Bureau and the City; excellent public speaker; connects with the public. Understands the importance of effective use of data, particularly in crime reduction and prevention and producing results. Good instincts. Has greatly improved communications and transparency in the Bureau. Very adaptable and interested in learning. Willing to challenge the status quo and think differently about how we do things and how we address issues. You are a tremendous asset to this City.

VI. Recommendations (See attached optional Employee Development Action Plan particularly if "Improvement Needed" is checked above as the employee's overall evaluation) - suggested changes/ improvements in knowledge, skills, work performance or competencies.

This position is inherently political, not in a partisan manner, but in the sense that it is under public scrutiny and maintaining public trust is done in a political environment. You have good instincts and judgment already, but learning more about political history and relationships in Portland is important to being successful in the position in the long term. The other recommendation is to make sure that you are effectively communicating with and utilizing your command staff. This is a new group and this team has a lot of potential under your leadership.

VII. Objectives for Coming Review Period – these include the primary objectives for the coming review period, and may be revised as the period progresses. These are generally non-recurring projects, personal objectives or program developments assigned by the supervisor and discussed with the employee.

Successful development of PS3 program
Address staffing level concerns
Managing the Bureau through the completion of the collective bargaining process

VIII. Employee's Comments (optional) - allows the employee being appraised to comment on either the process or content of the appraisal.

City of Portland Staff Development and Performance Review
Employee Self-Evaluation Form – Page 1 of 2

Employee Name/Date: Outlaw, Danielle #58095	Supervisor Name: Mayor Wheeler
Bureau: Police PRNR: 1032354	Classification: Police Chief

This is your opportunity to review the objectives for your job and to let your supervisor or manager know: what you accomplished during the review period; what challenges you had; what support you may need; and in what areas you would like further training or development.

What do you understand your objectives to be for this review period? (Resource: last evaluation form)

When hired, I was told that my sole priority was to improve the PPB's relationship with the community. While this is a crucial, and on-going, endeavor there is much more required of this position to ensure success as an organization and ultimately gain and sustain trust between the PPB and other stakeholders (both internal and external). As such, I immediately implemented crime

prevention and reduction, organizational excellence and community engagement and inclusion as the PPB's organizational goals upon my arrival.

Job Responsibilities

- What projects did you work on during this evaluation period?

- Ongoing budget preparation
- Ongoing crowd management response and coalition building
- Ongoing crime prevention and reduction strategies
- Ongoing Settlement Agreement compliance
- Ongoing community engagement and inclusion efforts
- Ongoing internal and external communication strategies
- Preparation for upcoming contract negotiations

- What major or key tasks did you perform during this evaluation period?

- Oversaw 300+ demonstrations/protests
- Implemented 39 PPB policies
- Granted 681 awards to PPB members, 82 awards to members of outside agencies and 128 awards to community members, totaling 891
- Administered discipline in 222 cases
- Implemented tailored crime strategies per precinct, resulting in decreases in crime (see accomplishments below)
- Implemented new training programs to include Leadership, Procedural Justice/Ethics and Employee Wellness (also referenced below in Accomplishments Section)
- Promoted 114 PPB members
- Hired 138 new employees
- Delivered 16 keynote speeches
- Participated in 49 community presentations, including TedX Portland in April 2018
- Began and oversaw the soon-to-be completed PPB strategic planning process
- Conducted a PPB re-organization, to include the creation of the Gun Violence Reduction Team, the Office of Inspector General and the Community Services Division
- Implemented the One Congregation, One Precinct (OneCOP) initiative

- What accomplishments are you most proud of for this evaluation period?

During my tenure with the PPB, we have achieved the furthest in compliance with the Settlement Agreement since its inception, formalized the use of the Incident Command System (ICS) model for critical incidents and crowd management and created and implemented crime strategies tailored to each precinct – to date, crimes against persons are down 11.83 % compared to the previous year (beginning from my date of hire), crimes

against property are down 6.82%, crimes against society are down 14.8%, group B offenses are down 12.7% and traffic offenses are down .06%. Furthermore, lengthy analyses for the soon-to-be completed strategic plan were conducted, promotions leading to a diverse leadership team were made, a classification-specific leadership and training model was implemented, and budget adds were requested and awarded to include (but not limited to) sworn and non-sworn positions to meet service demand, enhancement of the Behavioral Health Unit and ensure sustainability of all Settlement Agreement gains in perpetuity.

Through my participation with the National Organization of Black Law Enforcement Executives, Major Cities Chiefs' Association, the Police Executive Research Forum and the International Association of Chiefs of Police Human and Civil Rights Committee, the PPB has received national and international recognition for our work in community trust-building, crowd management response and constitutional policing.

I, and the PPB, are now featured in a video exhibit in the National Law Enforcement Museum. I am also a 2019 recipient of the Cascadia Behavioral Healthcare Culture of Caring Award for Community Relations and Civic Engagement and a 2019 Honoree for the Marie Lamfrom Women of Distinction Luncheon, hosted by the Girl Scouts of Oregon and SW Washington. I serve as a formal mentor for the Major Cities Chiefs' Association Police Executive Leadership Institute and will have received my Basic, Advanced, Supervisory, Management and Executive certifications from the Oregon Department of Public Safety Standards by September 29, 2019.

- In which areas would you have liked more support?

Support in non-law enforcement areas (i.e. city policy, state legislation, etc.) is critical to educating all stakeholders on PPB's role in addressing many of the issues facing Portland today. This allows PPB to perform its duties in an impartial, nonpartisan manner.

- What projects, tasks or events did not go as planned during this evaluation period and why?

I would like to have had an even larger impact in decreases in crime, specifically traffic fatalities. Much of our response will require further assessment of deployment of resources, given our Traffic Division is spread pretty thin. There was also a high number of lethal uses of force by the PPB during this period. While no pattern of excessive force was identified between them, I will continue to identify and provide relevant training, review policy and work with all stakeholders to identify drivers that lead to our interactions with these individuals, as by the time we interact with many of these individuals, others systems have already failed them. We have also utilized various response strategies to critical incidents, specifically protests/demonstrations. Outcomes have been determined by available resources. Formal IGAs are needed to ensure mutual aid is available when needed moving forward.

City of Portland Staff Development and Performance Review
Employee Self-Evaluation Form – Page 2 of 2

What do you believe are the key or major competencies for your job? (Check those that apply)

- | | |
|--|--|
| <input checked="" type="checkbox"/> Job Knowledge/Skills | <input checked="" type="checkbox"/> Quality of Work |
| <input checked="" type="checkbox"/> Initiative | <input checked="" type="checkbox"/> Quantity of Work |
| <input checked="" type="checkbox"/> Customer Service | <input checked="" type="checkbox"/> Learning Capability |
| <input checked="" type="checkbox"/> Planning and Organization | <input checked="" type="checkbox"/> Managing Change |
| <input checked="" type="checkbox"/> Cooperation and Teamwork | <input checked="" type="checkbox"/> Communication |
| <input checked="" type="checkbox"/> Cross-Cultural Communication | <input checked="" type="checkbox"/> Creativity and Innovation |
| <input checked="" type="checkbox"/> Problem Analysis | <input checked="" type="checkbox"/> Attendance and Reliability |
| <input checked="" type="checkbox"/> Decision Making | <input checked="" type="checkbox"/> Loss Prevention |
| <input type="checkbox"/> Other: _____ | |

Additional Supervisory/Manager Competencies

- | | |
|--|---|
| <input checked="" type="checkbox"/> Directing Employees | <input checked="" type="checkbox"/> Resource Management |
| <input checked="" type="checkbox"/> Motivating Employees | <input checked="" type="checkbox"/> Managing Diverse Workgroups |
| <input checked="" type="checkbox"/> Culturally Competent Recruitment and Selection | |
| <input type="checkbox"/> Other: _____ | |

Future aspirations/ goals

- What learning or training opportunities do you think would enhance your current job performance?

An opportunity to learn more about how our city government operates on a day-to-day basis would be helpful. Sit-alongs?

- What career development opportunities do you think would be helpful to you?

Continued support of my participation in various organizations allows for continued benchmarking, personal professional development and development of others.

Additional comments:

While I accepted a very challenging role, it has been a pleasure to serve and call Portland my home! I look forward to the continued growth we will experience as a Bureau and City. I am honored to be a part of it all.

**City of Portland Staff Development and Performance Review
Competencies Worksheet**

Employee Name: **Outlaw, Danielle #58095**

Manager/Supervisor Name: **Mayor Wheeler**

	Needs Improvement	Meets Expectations	Exceeds Expectations	Not Applicable
Job Knowledge/Skills	()	()	(X)	()
Initiative	()	()	(X)	()
Customer Service	()	()	(X)	()
Planning and Organization	()	()	(X)	()
Cooperation and Teamwork	()	()	(X)	()
Communication	()	()	(X)	()
Cross-Cultural Communication	()	()	(X)	()
Problem Analysis	()	()	(X)	()
Decision Making	()	()	(X)	()
Quality of Work	()	()	(X)	()
Quantity of Work	()	()	(X)	()
Learning Capability	()	()	(X)	()
Managing Change	()	()	(X)	()
Creativity and Innovation	()	()	(X)	()
Attendance and Reliability	()	()	(X)	()
Loss Prevention	()	()	(X)	()
Other: _____	()	()	()	()

Additional Supervisor/Manager Competencies

Directing Employees	()	()	(X)	()
Motivating Employees	()	()	(X)	()
Resource Management	()	()	(X)	()
Managing Diverse Workgroups	()	()	(X)	()
Culturally Competent Recruitment and Selection	()	()	(X)	()
Other: _____	()	()	()	()

<p style="text-align: center;">City of Portland Staff Development and Performance Review Employee Development Action Plan</p>		
<table border="1"><tr><td>Employee Name: Outlaw, Danielle #58095</td><td>Manager/Supervisor Name: Mayor Wheeler</td></tr></table>	Employee Name: Outlaw, Danielle #58095	Manager/Supervisor Name: Mayor Wheeler
Employee Name: Outlaw, Danielle #58095	Manager/Supervisor Name: Mayor Wheeler	

Supervisors and employees should develop the action plan together, for all job skills or requirements which the employee is expected to develop or improve. Each action plan item should encompass the following:

- What skill, knowledge or work behavior is the employee going to work on improving or developing?
- How will the employee improve the knowledge, skill or work behavior? What training or actions will be taken?
- When will that be done? What resources or assistance may be needed?
- What is the desired outcome? When will it be achieved? How/when will supervisor follow-up/assess progress?

Action Item:

Action Item:

Action Item:
